



# Lewis-Clark State College

## Strategic Plan Summary

FY2005-2009

[Note: This outline, submitted on 15 May 2007 to the Office of the State Board of Education (in the format specified by the OSBE staff in the fall of 2004), provides excerpts of several elements from LCSC's rolling, 5-year strategic plan. The unabridged version of LCSC's Strategic Plan (available upon request) documents the comprehensive, College-wide process that has been put into place to integrate planning, programming, budgeting, and assessment activities at LCSC. The LCSC plan is linked to the most recent SBOE strategic plan. Questions on LCSC's plans and planning process should be directed to LCSC's Office of Institutional Planning, Research, and Assessment (IPRA) at (208) 792-2065 or [instres@lcsc.edu](mailto:instres@lcsc.edu).]

# **Lewis-Clark State College**

## **Strategic Plan FY2005-2009**

*"A good plan today is better than a perfect plan tomorrow."*

*"If everyone is thinking alike then somebody isn't thinking."*

**George S. Patton**

*Preamble LCSC is unique among Idaho's four-year public colleges and universities. It is a teaching-centered institution that provides a small-school learning environment at a public institution price. Its integrated, three-part mission—academic, professional-technical, and community programs—and its operational approach make it one of the most accessible portals into higher education and career success for all segments of Idaho's population.*

*In 2001, LCSC adopted a new strategic planning process that now engages all elements of the college in planning, assessment, and execution of our programs. Our strategic planning process enables us to provide high quality, accessible, relevant, and efficient services to Idaho taxpayers. As of the time of this snapshot to the Office of the State Board (15 May 2007), LCSC is beginning the sixth annual iteration of our integrated planning-programming-budgeting process. We were pleased to have been commended during our latest accreditation visit by the Northwest Commission on Colleges and Universities for our strategic planning process.*

*The following pages contain selected excerpts from the LCSC Five-Year Strategic Plan (FY05-09) in the format specified by the State Board Staff. The full plan outlines LCSC's strategic environment, analyzes institutional strengths and weaknesses, projects future trends, and provides detailed planning guidance under multiple budget scenarios to LCSC units for the execution year (current fiscal year), budget preparation year (next fiscal year), and out-years of the current strategic planning window. Please refer to the basic plan for the list of SBOE, DPTE, and LCSC goals/objectives; analyses of institutional issues and key external factors; the description of the LCSC strategic planning process;*

*organizational structure; performance measure; President's Program Guidance (PG) initiatives; Unit Action Plans; and the LCSC family of plans index.*



Dene K. Thomas President

## **VISION STATEMENT**

[From Page 5, basic plan]

Unique among Idaho's institutions of higher education, LCSC will fulfill the SBOE vision of a seamless public education system by integrating traditional baccalaureate programs, professional-technical training programs, and community college and community support programs within a single institution, serving diverse needs within a single student body, and providing outstanding teaching and support by a single faculty and administrative team. LCSC's one-mission, one-team approach will prepare citizens from all walks of life to make the most of their individual potential and contribute to the common good by fostering respect and close teamwork among all Idahoans. Sustaining a tradition that dates back to its founding as a teacher training college in 1893, LCSC will continue to place paramount emphasis on quality of instruction—focusing on the quality of the teaching and learning environment for traditional and non-traditional academic classes, professional-technical education, and community instructional programs. Lewis-Clark students' personalized instruction will be complemented by personal application of knowledge and skills in the real world, as embodied in the College's motto: "*Connecting Learning to Life*." LCSC will be an active partner with the K-12 school system, community service agencies, and private enterprises and will support regional economic and cultural development. LCSC will strive to sustain its tradition as the most accessible four-year higher-education institution in Idaho by rigorously managing program costs; student fees; housing, textbook, and lab costs; and financial assistance to ensure affordability. LCSC will vigorously manage the academic accessibility of its programs through accurate placement, use of student-centered course curricula, and constant oversight of faculty teaching effectiveness. LCSC will nurture the development of strong personal values and will emphasize teamwork to equip its students to become productive and effective citizens who will work together to make a positive difference in the state, the nation, and the world.

## **MISSION STATEMENT**

[From Pages 3-4, basic plan.]

Lewis-Clark State College was established by the Idaho State Legislature in 1893 as "Lewiston State Normal School," reflecting the College's initial—and continuing—mission as a teacher training institution. The College's reputation for excellence in teacher training and its focus on teaching and learning in all of its educational and training programs have continued as LCSC has grown to meet the expanding needs of Idaho's citizens. Today, LCSC provides an array of programs in the liberal arts and

sciences, with primary emphasis in business, criminal justice, nursing, professional-technical education, social work, and teacher education.

LCSC's Carnegie classification is *Baccalaureate College—Diverse* with the “diverse” designation referring to the College's broad mix of undergraduate programs in the professions, arts, and sciences. The Carnegie classification of LCSC's size and setting is “small four-year, primarily non-residential.”

LCSC's academic, professional, and community programs—coupled with its small school atmosphere and an emphasis on student engagement and applied learning—serve constituencies throughout the state. LCSC's integrated, three-part mission and its operating philosophy have contributed to its recent dramatic growth in enrollment. In the time period since July 2001 when LCSC's chief executive officer, President Dene K. Thomas, assumed her duties as the College's 14<sup>th</sup> president, LCSC has been the fastest-growing four-year public college/university in Idaho, with a 26% growth in enrollment since FY2001.

LCSC's official role and mission statement (approved by the SBOE in 1998) is provided below:

### **“1. Type of Institution**

*Lewis-Clark State College is a regional state college offering undergraduate instruction in the liberal arts and sciences, professional areas tailored to the educational needs of Idaho, applied technical programs which support the state and local economy and other educational programs designed to meet the needs of Idahoans.*

*Lewis-Clark State College will formulate its academic plan and generate programs with primary emphasis in the areas of business, criminal justice, nursing, social work, teacher preparation, and professional-technical education. The College will give continuing emphasis to select programs offered on and off campus at non-traditional times, using non-traditional means of delivery and serving a diverse student body. Lewis-Clark State College will maintain basic strengths in the liberal arts and sciences, which provide the core curriculum or general education portion of the curriculum.*

### **2. Programs and Services (listed in order of emphasis)**

- . • **Baccalaureate Education:** Offers a wide range of baccalaureate degrees and some qualified professional programs.
- . • **Associate Education:** Offers a wide range of associate degrees and some qualified professional programs.
- . • **Certificates/Diplomas:** Offers a wide range of certificates and diplomas.
- . • **Distance Learning:** Uses a variety of delivery methods to meet the needs of diverse constituencies.
- . • **Technical and Workforce Training:** Offers a wide range of professional, technical and outreach programs.
- . • **Continuing Education:** Provides a variety of life-long learning opportunities.

- **Research:** Conducts select coordinated and externally funded research studies.
- **Graduate:** None.

**3. Constituencies Served:** The institution serves students, business and industry, the professions, and public sector groups primarily within the region and throughout the state, as well as diverse and special constituencies. Lewis-Clark State College works in collaboration with other state and regional postsecondary institutions in serving these constituencies.”

## **Lewis-Clark State College STRATEGIC PLAN**

<b>Alignment with SBOE Goals &amp; Objectives</b>	<b>GOALS &amp; OBJECTIVES</b> [SBOE, DPTE, and LCSC Goals/Objectives are listed on pp. 7-13 of the basic plan. This table lists a representative sample of specific Presidential Program Guidance (PG) initiatives which implement those goals. The complete list of LCSC PGs is contained in Annex D of the basic plan.]	<b>Anticipated Completion Date</b>
	<b>I. QUALITY:</b> Direct efforts at continuous improvement in competitiveness, high achievement, and well informed citizenry.	
<b>I (also II)</b>	PG-09: Faculty/Staff Compensation: Compensation Review Committee in full operation since FY06. Developed salary tracking system. Recommended initial salary and CEC guidelines.	Annually (review & revise salary tracking system & CEC guidelines as necessary)
<b>I (also II, IV)</b>	PG-13: Information Technology (IT) Long-Term Plan update [Information Technology Planning Group completed year-long analysis, submitted recommendations in Spring 2006]	1 May 08 (continue implementing findings)
<b>I (also II, IV)</b>	PG-30: Update of Campus Facilities Master Plan (CFMP) [CFMP drafted in FY2006]	1 Apr 08
	<b>II. ACCESS:</b> Provide all ages and abilities information and services to develop skills, knowledge, and social awareness to become globally competitive workers, responsible citizens, and life-long learners.	

<b>II (also I, IV)</b>	PG-08: LCSC Strategic Enrollment Plan: Review and assess annual Strategic Enrollment Plan.	Annual report
<b>II (also I)</b>	PG-20: Dual-Credit programs (policies, program coordination) [Policy clarifications and process improvements carried out in FY06 for High School dual-credit programs.]	1 Jan 08 (progress report)
<b>II (also I, IV)</b>	PG-25: Developmental (remedial courses) [Planning, funding, and coordination of developmental courses addressed in FY06 highlighted during Legislative hearings in Jan06.]	1 Jan 08 (progress report)
<b>II (also I, IV)</b>	PG-50: Student Housing—Address planning considerations for upgrade and usage of other older residence facilities; optimize residential space utilization.	30 Aug 07 (facility use optimized)

	<b>III. RELEVANCE:</b> Ensure information and research available meets the needs of workforce, business & industry, and government at all levels.	
<b>III (also I, II, IV)</b>	PG-16: Review of Baccalaureate degrees (BA/BS/BAS/BAT/BASAT) [Task force findings completed in AY2004-5. Referred to faculty in AY2005-6 for detailed staffing]	1 Jan 08 (progress report)
<b>III (also I)</b>	PG-48: Fundamental review of General Education Core curriculum [Gen Ed Task Force fundamental review in FY05. Streamlined Gen Ed Committee entered operation in FY06. Core curriculum goals were approved by the Faculty Senate in Spring 2007. Work continues on objectives, structure, assessment, and curriculum.]	1 May 08 (implementation of plan)
	<b>IV. EFFICIENCY:</b> Ensure maximum benefit derived from resources invested in operation & management of education process state-wide.	
<b>IV (also I, II)</b>	PG-02: LCSC Strategic Financial Plan: Groundwork in FY2006 by Planning, Budget, and Controller's offices.	Sept 07 (draft plan submitted )
<b>IV (also I, II)</b>	PG-11: Review of Faculty/Staff Workload [Process put in place in FY2006 to address LCSC internal mgt needs as well as to address 2005 Legislation mandating faculty workload tracking and reporting.]	1 Oct 07 (annual reports)

<b>IV</b>	PG-54: Employee Professional Development and Training (PDT) Process: Review PDT process.	1 Aug 08 (first year review of PDT)
<b>IV (also II)</b>	PG-29: Coeur d'Alene Long-Range Plan: Work with NICHE partners to improve coordination on use of office and classroom space in Coeur d'Alene; explore options for increased programmatic cooperation with partners.	1 Aug 08 (progress report to Provost and President)
<b>IV (also II)</b>	PG-30: Facilities Planning Initiatives: Update plan to reflect FY08 construction projects and Alteration and Repair projects approved by the State, and revised requests for FY09 and beyond.	15 Sept 07 (modified plan submitted)